



*Academy for Educational Development*

**SUPPORT FOR CROATIA'S NON-GOVERNMENTAL SECTOR  
CroNGO**

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**Organizational  
Capacity Self-  
Assessment Tool**

Guidelines for Developing an  
Organizational Training Plan

CroNGO is funded by United States Agency for International Development (USAID)



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<b>Organization</b>	
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## Introduction:

Support for Croatia's Non-governmental Sector (CroNGO) is a 3-year NGO development program funded by the United States Agency for International Development (USAID) and implemented by the Academy for Educational Development (AED). CroNGO's goal is to further develop a strong base of dynamic, diverse and influential NGOs working with support of the general public and in cooperation with other sectors of society. To reach this goal, CroNGO will work to create networks of strong national and community-based organizations throughout the country that are able to effectively represent citizens' interests and concerns to local, regional and national level policy makers. AED will provide a variety of services to NGOs through this program including technical assistance, information sharing, coordination, and funding opportunities.

Through the **Training Component**, **CroNGO** will work to improve the organizational capacity of NGOs throughout the country.

Our wish was to provide interested organizations with planned education and development tailored to their needs.

This tool should enable organizations to identify the areas requiring further development and training and to facilitate development and implementation of training plans.

We wish to thank Dr. Jean Ellis and Libby Cooper from Charity Evaluation Services, UK for their assistance in development of this tool.

## Organizational Capacity Self-Assessment

### Procedure:

This tool is developed to guide an organization through a capacity self-assessment process. The questions listed are discussion questions only and were designed to initiate discussions around topic areas. The tool was designed with the assumption that a knowledgeable facilitator would lead the discussion and ask follow-up questions depending on answers received for each question.

### Steps:

- Conducting organizational capacity self-assessment following the questions in the tool
- Deciding on priority areas for development
- Developing organizational training plan

### Time:

- Discussion and deciding on priorities: 2-4 hours
- Training plan development: 2 hours

### Participants:

Representatives of key personnel: managers, board members, staff representatives, volunteer representatives. If possible, it would be good to have an external person facilitating the discussion.

### Material:

Organizational Capacity Self-Assessment Tool, whiteboard or flipchart

**Training areas:**

1. Planning
2. Management & Governance
3. Constituency and Target Audience
4. Human Resources
5. Managing Resources
6. Managing Activities
7. Relationship with others
8. Monitoring and Evaluation

## Planning

 Clearly stated long-term organisational purpose, and plans for the medium and short term

1. Do you have a clear mission statement?
2. Do stakeholders (governing body members, staff, volunteers, community) understand the mission statement?
3. Do you regularly conduct needs assessments (NA) before program planning? Do you require additional support in doing NA?
4. What kind of organizational plans do you have developed?
5. Do you have long and short term plans? (Strategical and operational) Do your plans have targets?
6. How have you developed your plans and set your targets?
7. What kind of information do you incorporate in your planning?
8. Who from your organization is involved in planning?
9. Do you have a monitoring and evaluation system? Is it regularly reviewed?

Based on the above answers, how would you rate your organization on Planning?

### **Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

Planning				
	4	3	2	1
<b>Mission</b>				
<b>Needs Assessment</b>				
<b>Long-term plans</b>				
<b>Short term plans</b>				


## 2. Governance and Management

### Governance:

 Responsibilities and actions of the members of the governing body such as the board of an organization

1. Do you have a board or some other form of governing body?
2. Who are the members of your governing body?
3. How and when were the board members recruited?
4. Do they have all the necessary resources (knowledge, skills, motivation) to fulfill their responsibilities?
5. How do they influence the activities of your organization?
6. How frequently do they meet?

### Management:

 Management carries out all legal and financial responsibilities and is accountable to funders and other stakeholders

7. Does the new law on associations and the new tax law mean that new skills have to be developed in your organization?
8. How do staff implement their legal requirements?


Based on the above answers, how would you rate your organization on Governance and Management?

#### Rates:

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

Governance and Management				
	4	3	2	1
Governance				
Management				

### 3. Managing Activities

 Organisation's key activities are identified and appropriate processes and standards are developed to deliver and improve them

1. Do you have all the relevant information about the legal issues relevant and specific for the services that you provide?
2. Are there any obstacles in implementing activities according to these legal requirements? Do you need any guidance for implementing them?
3. What mechanism do you have in place to manage your work in order to meet your plans and targets?
4. Are your organization's key activities identified?
5. Are your key activities recorded?
6. Do you have administrative procedures, such as policies, administrative manuals?
7. How do you develop communication and an effective team within your organization?

Based on the above answers, how would you rate your organization on Managing Activities?

**Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

Managing activities				
	4	3	2	1
Legal issues				
Key activities				
Administrative procedures				
Communication				



#### 4. Constituencies and Target Audience

 The organization recognises and values its users, and builds good relationships with them

1. How do you define who your constituencies are and what their needs are?
2. Who do you consider your target audience to be?
3. What are the main access points between you and your target audience?
4. How they receive information about you?
5. How do you promote your activities?
6. Are you satisfied with the amount of media coverage your organization receives? What is the average yearly coverage (number and type of media coverage)
7. How do you receive feedback about your profile?

Based on the above answers, how would you rate your organization on Constituencies and target audience?

**Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

Constituencies and target audience				
	4	3	2	1
Constituency needs				
Marketing				

## 5. Human Resources

 Policies, structures, systems and management styles of the organization that contribute towards the fair and respectful treatment and development of employees

1. Do you require additional training/information on employment legislation requirements?
2. How do you recruit staff? (Probe on procedures...)
3. Do all members of your staff have job descriptions?
4. How do you make sure staff fully understand their job descriptions?
5. How do you recruit volunteers?
6. What are your volunteers' roles?
7. How do you support staff and volunteers in fulfilling their roles?
8. Do you have a system for measuring and appraising their performance?
9. What happens if the performance is good, and what if it is poor?
10. Do you have a training plan and to what extent is it implemented?

Based on the above answers, how would you rate your organization on Human resources?


**Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

Human resources				
	4	3	2	1
Employment legislation				
Recruitment				
Managing volunteers				
Performance appraisals				
Training plan				

## 6. Managing Money and Resources

### Financial systems

 The organization exercises financial control and accounts for its money within a framework of law and good practice

1. Do you have a person responsible for organizational finances?
2. What are this person's qualifications for the job?
3. Are you familiar and do you keep updated with the legal requirements for NGO finances?

### Budgeting

 The organization systematically attracts and generates money to support its work and manages its funds effectively

4. How do you ensure that effective budgets are put together for submitted proposals?
5. How do you make sure the requirements are met for the budgets?
6. How do you learn about available funders?
7. Do you have a plan in place to generate income?
8. Do you have a strategy for long-term operational sustainability? Who takes on this responsibility?
9. Is there a plan in place for continuing programming?
10. What are the different sources your funding is coming from?
11. Would you say you are working effectively with businesses?

### Resources

 The organisation manages its resources (premises, equipment, information technology) effectively, efficiently and ethically.

12. How are your resource needs planned and managed?
13. How do you make sure you use IT effectively?

Based on the above answers, how would you rate your organization on Finances?

#### **Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

<b>Finances</b>				
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Financial systems</b>				
<b>Budgeting</b>				
<b>Financial sustainability</b>				
<b>Material resources</b>				

## Relationship with Others

### Networking and partnership

 Working with other organizations through sharing information, providing complementary services, joint work and influencing change

1. What do you do to ensure strong networking?
2. What problems/difficulties do you encounter?
3. Do you have what you consider a real partnership with another organization?
4. Is this a planned partnership? Is there a signed agreement about the partnership? What is the content of that agreement?

### Relationship with other sectors

5. What do you do to obtain recognition and good working relations with government (local/national)?
6. Are you able to lobby government effectively?
7. What additional training would you require in this area?


Based on the above answers, how would you rate your organization on Relationship with others?

#### Rates:

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

External relations				
	4	3	2	1
Networking				
Partnership				
Relationship with government				
Relationship with business				

## 7. Monitoring and Evaluation

 Collecting and analysing relevant information appropriately and systematically and using it to evaluate and improve the organization and its activities

1. What systems for M&E do you have in place? Do you have systems for:
  - a. Monitoring activities
  - b. Monitoring users
  - c. Feedback on outcomes
  - d. Regular evaluations
2. How are these systems structured?
3. To what extent did you develop this system based on your overall organizational plan? Is this system built into your organization or your specific programs?
4. How do you use the information you receive through M&E? Are you analyzing the information received? Are the results found through M&E used in developing future programs?
5. Who receives the information learned through M&E (trustees, funders...)?

Based on the above answers, how would you rate your organization on M&E?

**Rates:**

- 4 No need for additional training
- 3 Good, but requires some support
- 2 Needs improvement
- 1 Needs urgent attention

<b>Monitoring &amp; evaluation</b>				
	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>M&amp;E System</b>				
<b>Usage of M&amp;E information</b>				

## Deciding on priorities

After you have selected the areas of organizational development that require further support, please decide which are the priority areas in terms of their impact on your organization.

For each area that you would like to work on, ask yourself the following questions:

- Is it important for our **survival**?
- Is it important for the **success** of our organization?
- Is it **urgent**?
- Do we have the **resources** for it?
- Do we have enough **people** for it?

Area that requires training	Survival	Success	Urgency	Resources	People
Governance					
Management					
Finances					
...					

Go through each area you have decided needs training urgently, and count the number of yes answers according to the areas defined above. The area where you have answered with 'yes' the most times is then the highest priority for training. We recommend that you select up to three areas to be included in your training plan.

## Developing an organizational training plan

1. Decide on areas requiring further support and training using the self-assessment tool
2. Decide on priorities
3. Choose the best way to achieve the results: workshop, consultancy, in-house training, seminar
4. Estimate cost
5. Fill in the training plan table

	Activity	Participants	Expected benefit	Timeframe	Monitoring & Evaluation	Training provider	Estimated Cost
1							
2							
3							
4							

6. Decide on how you will monitor and evaluate training: what are the expected results and how will you know whether you achieved them
7. Implement the plan
8. Monitor the implementation and evaluate results of training